

JOE DOUGHERTY
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SUMMARY

Joe Dougherty has been a trusted advisor to corporations, governments and universities for twenty years and has worked in more than thirty countries. He is a recognized thought leader in inclusive economic development as well as in financial services, and his work has been published in the *MIT Innovations Journal*, *MicroBanking Bulletin*, the *Commonwealth Business Journal*, Cornell University's *Base of the Pyramid e-Journal* and, most recently, the US Agency for International Development's landmark book *Frontiers in Development*, along with essays by Bill Gates and Hillary Clinton. Joe is currently a Partner with Dalberg Global Development Advisors, where he serves as Regional Director for the Americas.

In addition to his work in strategy consulting with Dalberg, Joe teaches graduate and undergraduate business courses at The Johns Hopkins University School of Advanced International Studies (SAIS) as well as the Haas School of Business at University of California Berkeley, through the Center for Social Sector Leadership, where he teaches *Social Entrepreneurship* as well as *Leadership in Nonprofit and Social Enterprises*.

Previously, Joe served as Managing Director of the Economic Growth Practice at Cardno Emerging Markets USA Ltd., a \$70-million global professional services business, and earlier, as Senior Manager at Deloitte and A.T. Kearney, where he was the firm's first Country Manager for Thailand.

Before moving to California, Joe taught for nearly a decade at the Cameron School of Business at the University of North Carolina Wilmington. He helped the Cameron School attract a federal grant for international business education, and then served as the Director of the Global Business Initiative within the Swain Center for Business and Economic Services. He also taught regularly in the MBA program (including the program's capstone strategy class) and the professional education program. Joe has served as the Vice President of the Board of an award-winning nonprofit focused on youth development, as well as President of the North Carolina World Trade Association's Cape Fear chapter.

Joe Dougherty graduated third in his class from Loyola University in Maryland and received an MA from SAIS as well as an MBA from the University of Pennsylvania's Wharton School of Business.

EXPERIENCE

University of California Berkeley, Haas School of Business

2013 – present

Lecturer, Professional Faculty Member

- Taught MBA course titled *The \$100,000 Challenge for Impact* in which student teams compete to identify a nonprofit working in global education to receive a grant from Echidna Giving, LLC
- Taught undergraduate course titled *Leadership in Nonprofit and Social Enterprises* and a course titled *Social Entrepreneurship*
- Co-taught MBA practicum course on *Social Enterprise* in which graduate students perform consulting assignments for paying clients, including local for-profit and nonprofit organizations
- Served as a judge for the semi-final round of the Global Social Venture Competition ([GSVC](#)) and as both judge and mentor for UC Berkeley's [Big Ideas](#) business plan competition
- Mentor start-up businesses through the Haas School's *Launch* Accelerator program

The Johns Hopkins University School of Advanced International Studies (SAIS) 2008 – present
Adjunct Instructor, Center for Career Services

- Designed and taught professional skills courses in Consulting Skills, Professional Writing and Project Management every semester since 2008, consistently receiving top evaluation scores

Dalberg Global Development Advisors, San Francisco CA **2012 – present**
Partner, Regional Director for the Americas

Lead the largest region (US) for a mission-driven global strategy consulting firm founded in 2001 with \$40 million in annual revenue, nurturing and managing relationships with corporations, foundations and other client organizations including Google, Intel, Cisco, Visa Inc., Nike, the Bill & Melinda Gates Foundation, Rockefeller Foundation, the US Agency for International Development, and World Bank.

- Leading a two-year engagement with the US Millennium Challenge Corporation (MCC) to support reform of tertiary and professional education in Morocco, Georgia and El Salvador, advising ministries of education on engaging the private sector for investment in workforce development
- Developed a new comprehensive strategy and organizational structure for a \$250 million, Silicon Valley-based foundation focused on education and youth development in the United States
- Proposed for, won and served as Team Leader for the \$61-million, 5-year global Investment Support Program funded by USAID, through which Dalberg assists USAID and developing country governments in facilitating private sector investment in key sectors such as agriculture, health, energy and education
- Worked with Germany's KfW Bankengruppe and Nigeria's Ministry of Agriculture to establish a \$50 million equity fund for Nigerian agricultural enterprises with public and private investors
- Served as principal author of a report, sponsored by Google, titled *Open for Business? The Economic Impact of Internet Openness* that quantifies the impact of restrictions on Internet freedom around the world
- Helped a new, \$45 million UK-funded, pan-African development program create its initial 5-year strategic plan, including partnership initiatives, fundraising approaches, and impact measurement
- Advised the Vice President for International Development of a \$14 billion, US-based agribusiness on product diversification and new funding strategies for Africa, Latin America and Asia
- Designed and co-delivered a training program on strategic planning for senior staff of MercyCorps, a global relief and development agency with an annual budget of \$270 million
- Organized and moderated panel discussions on 'Bridging the Digital Divide' and 'Beyond Compliance: Building Inclusive Supply Chains' in partnership with the Stanford Graduate School of Business and Bay Area International Link, respectively, including senior representatives from Facebook, MercyCorps, Omidyar Network, Superior Foods, Levi's and The Gap, Inc.
- Led a comprehensive review of the Dalberg Group's global governance and ownership structure, including sister companies Dalberg Research and D. Capital Partners
- Developed professional training program for university leaders in Georgia on engaging the private sector in 'shared value' partnerships and co-investment
- Led a global research initiative on 'Digital Economies', i.e. the impact of Internet and mobile technology on employment and educational opportunities in the developing world
- Serve as member of Dalberg's global governing Finance and Risk Committee

University of North Carolina Wilmington, Cameron School of Business**2006 – 2012***Director, Global Business Initiative at the Swain Center (2009 – 2012)**Adjunct Professor, Department of Finance and Economics (2007 – 2012)*

- Attracted a three-year matching grant from the US Department of Education to establish the Global Business Initiative, in partnership with the Cape Fear Chamber of Commerce, the NC World Trade Association and the NC Ports Authority; then served as Director of the Global Business Initiative:
 - Organized two ‘Going Global’ export development events in partnership with the North Carolina Department of Commerce, the US International Trade Agency, UNCW’s Entrepreneurship Center and others
 - Managed a speaker series in partnership with the NC World Trade Association, attracting a Senior Fellow from the Council on Foreign Relations, the Johns Hopkins SAIS Director of Career Services, a senior trade expert from McKinsey, and philanthropist Doris Buffett
 - Supported the Cameron School’s partnerships with MBA programs in the UK, France, Germany, China, Malaysia, Russia, Turkey and Brazil by funding faculty exchanges and student internships
- Helped develop and deliver three revenue-generating training programs for the Swain Center – a Project Management Certificate course, a preparatory course for the Certified Global Business Professional exam, and a Business Leadership Certificate program
- Designed and proposed an innovative *Center for Inclusive Economic Growth* as a partnership between two universities and four academic departments to bring the lessons of international development to bear in addressing rural and urban poverty and offer on-line certification programs for social sector professionals
- Co-taught the Cameron School’s MBA capstone business strategy class, ‘Executive Challenge’ with the Director of the MBA program from 2009 to 2012, with consistently high evaluations
- Taught the Cameron School’s MBA Practicum course from 2009 to 2012
- Taught an International MBA seminar course, Management Problem Solving and Communication, in 2010/11
- Served as Guest Lecturer in an undergraduate course on financial markets in 2010-2012
- Designed and taught an MBA elective course on Management Consulting in 2006

UNCW, Division for Public Service and Continuing Studies**2006 – 2011***Consultant and Instructor*

- Worked with the Vice Chancellor for Public Service to develop a strategic plan for the new Executive Education unit, then designed and help deliver a Leadership Program for first-time managers and a Financial Acumen course for healthcare professionals
- Designed and delivered an on-site training program on Innovation in the context of industrial production for a Wilmington-based manufacturing company
- Designed and delivered a program on financial management for senior executives in the nonprofit sector for UNCW’s QENO (Quality Enhancement for Nonprofit Organizations) program
- Advised the Vice Chancellor for Public Service on the feasibility of, and process for, applying for a Malcolm A. Baldrige National Quality Award
- Designed a new financial reporting structure for the Division’s Lifelong Learning program

**Cardno Emerging Markets USA Ltd., Washington DC
(formerly Deloitte Emerging Markets)**

1999 – 2012

Managing Director of the Economic Growth Practice, 2009 – 2012
Senior Manager, Financial Sector Development, 1999 - 2008

Designed, secured funding for, managed and executed projects related to small business and value chain development, financial services, agriculture, health and other areas. Selected activities include:

- Served as Program Director for the \$11 million AusAID-funded Market Development Facility in Fiji and East Timor, representing AusAID's first major effort to employ the 'making markets work for the poor' approach to agricultural development and poverty alleviation
- Led a five-year, \$7 million Financial Markets Reform program in Romania, funded by USAID, working closely with the country's Securities Commission and the Bucharest Stock Exchange
- Designed and delivered seminars on Marketing in Professional Services for Russia's Center for Fiscal Policy and on Strategy Consulting for the Kenan Institute Asia in Bangkok
- Conducted workshop on Team Dynamics for Bulgaria's Financial Services Commission
- Develop, managed and co-taught professional courses for commercial bankers in Thailand, including risk management, credit administration and analysis, project finance and other topics
- Provided oversight and technical assistance to USAID's landmark PROFIT project in Zambia over the course of five years – assessed agricultural (staple food) markets, helped develop a new business model for agricultural input suppliers to expand reach to smallholder farmers, evaluated gaps in rural financial services and led a series of stakeholder workshops related to warehousing, finance and agricultural policy
- Developed a grants management manual and funding guidelines and provided financial management assistance to Cardno's \$14 million maternal and child health program in India
- Served for two years as Bank of Tanzania's Advisor for Credit Guarantee Programs, evaluating and helping to restructure financial support programs for agribusiness, exports and infrastructure
- Assessed demand for wholesale microfinance institution in Ecuador and recommended innovative approach to leverage excess liquidity in the commercial banking system
- Served as Project Director for a \$6 million, three-year Banking and Microfinance Program in Honduras, funded by USAID
- Helped guide the company through its management buy-out from Deloitte (2005) and its subsequent merger with Cardno (2008), leading a workshop to define new norms and objectives

A.T. Kearney Pte. Ltd., Bangkok, Thailand
Manager, Financial Institutions Group

1996 - 1999

- Advised largest state-owned bank in Thailand on the design and launch of a pilot microfinance program in rural areas to support small farmers in production of staple crops
- Evaluated and helped reengineer retail banking processes for a leading Thai bank, identifying more than \$11 million in annual cost savings and revenue enhancement opportunities
- Assisted a mid-market Thai bank in creating a new unit focused on small business lending and developing new credit products specifically for small businesses

- Developed and implemented a tailored credit risk rating framework for the largest company in Malaysia, created new enterprise-wide risk management unit and designed an integrated risk management MIS dashboard for senior management
- Helped develop a new retail banking strategy for Development Bank of Singapore, the largest commercial bank in Southeast Asia, following an historic merger with POSBank
- Advised Indonesian Ministry of Finance and Bank Indonesia on consolidation and privatization of state-owned banks, leading to creation of new Bank Mandiri

A. T. Kearney, Inc. Management Consultants, Washington, DC **1995 - 1996**
Associate, Financial Institutions Group

- Recommended improved credit risk management procedures to leading US regional bank
- Conducted nationwide survey of best practices in middle market corporate lending and credit risk management for small businesses and middle market companies
- Directed marketing and human resources integration teams for \$20 billion bank merger
- Supported development of new practice area in post-merger integration for commercial banks

Federal Deposit Insurance Corporation, Washington, D.C. **1994**
Financial Analyst, Office of Capital Markets

Citibank, NA, Financial Institutions Group, New York, NY **1993**
Summer Management Associate

Bank of Ireland, Dublin, Ireland **1992 - 1993**
Agribusiness Analyst, Enterprise Support Unit and Corporate Banking Unit

Agricultural Cooperative Development International, Washington, D.C. **1993**
Assistant Project Coordinator, Sub-Saharan Africa

Leucadia National Corporation, Washington, D.C. **1991 - 1992**
Assistant to the International Affairs Advisor to the Chairman

Atlantic Consultants/Ranchos Dorados, San Jose, Costa Rica **1990 - 1991**
Manager of Client Services/Contract Administrator

EDUCATION

- 1994 MBA, Public Policy and Management; *Wharton School of Business*, University of Pennsylvania, Philadelphia, PA, (Gruss Public Management Fellowship, 1994)
- 1993 M.A., Economics, Latin American Studies, *Johns Hopkins University School of Advanced International Studies (SAIS)*, Washington, DC, (Citibank Fellowship)
- 1991 Rotary Foundation Fellow, School of Public Policy and Economic Development, *Universidad Nacional de Costa Rica*, Heredia, Costa Rica
- 1990 B.A., Political Science, Spanish, *Loyola University in Maryland*, Baltimore, MD, (*summa cum laude* – 3.98 GPA, Alumni Academic Excellence Award, Presidential Scholarship, state finalist for Rhodes Scholarship)

OTHER ACTIVITIES

Board Member, Village Enterprise, San Carlos, CA

2014 - present

<i>President</i> , North Carolina World Trade Association (Cape Fear Chapter)	2010 – 2012
<i>Co-Chairman</i> , DREAMS Center for Arts Education, Wilmington, NC	2009 – 2012
<i>Volunteer Tutor</i> , Cape Fear Literacy Council, Wilmington NC	2007 – 2008
<i>Chief Contributor - Politics</i> , Encore Magazine, Wilmington NC	2006 - 2007
<i>Volunteer Instructor</i> , Junior Achievement, Wilmington NC	2006 – 2007
<i>Volunteer, Governance Committee</i> , United Way of the Cape Fear Region	2005 – 2006
<i>Advisory Neighborhood Commissioner</i> (elected), Government of Washington, DC	1994 – 1995
<i>Founding Volunteer</i> , Kukula Foundation for Street Children, Limon Costa Rica	1990 – 1991

PUBLICATIONS

“The Elephant in the Room: Financial Inclusion for the Missing Middle”, *MIT Innovations Journal*, Boston, MA, Winter 2015.

Open for Business? The Economic Impact of Internet Openness, Dalberg Global Development Advisors, in cooperation with Google, San Francisco, CA 2014

“The Revolution Must be Green: Feeding the Future through Sustainable Innovations” *Frontiers in Development*, USAID, Washington DC, May 2012.

“Wait, What? Development and the English Language” *Monthly Developments Magazine*, InterAction, Washington DC, April 2012.

“Taking Stock of USAID’s Rural and Agricultural Finance Initiatives” microReport #183, USAID, Washington DC, April 2012

“PROFIT: Creating Access to Agricultural Inputs through an Agent Network Model” *Pathways out of Poverty Case Study*, USAID, Washington DC, January 2012.

“From Myrtle Grove to Mecca: Wilmington’s Muslim Community” *Encore Magazine*, Wilmington NC, March 2007

“Curing the Cattle: Making Veterinary Services Available to Poor Farmers in Zambia” *Base of the Pyramid e-Journal*, Cornell University Center for Sustainable Global Enterprise, June 2008.

“SME Finance for Sustainable Development: A Case Study of Kosovo” *Commonwealth Business Journal*, Commonwealth Business Council, London UK, June 2007.

“The Personal Cost of Politics” *Encore Magazine*, Wilmington NC, November 2006

“Wilmington’s Economy: Does the Boom Have Room?” *Encore Magazine*, Wilmington NC, October 2006

“Don’t Knock the Vote: Meet the Candidates” *Encore Magazine*, Wilmington NC, March 2006

“Government Borrowing: The Elephant in the Middle of the Room” *The Africa Journal*, The Corporate Council on Africa, Washington DC, 2006.

“Assessing the Need for a National Wholesale Fund: The Case of Ecuador” *MicroBanking Bulletin*, Microfinance Information Exchange, Washington DC, August 2005.